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REPORTS

OF

Trustees and Superintendent

OF

BUTLER HOSPITAL

Presented to the Corporation

FOR

SEVENTY-SEVENTH ANNUAL MEETING

JANUARY 26, 1921

PROVIDENCE, R. I.

Visiting days are Tuesdays and Saturdays from 10 A. M. to 4 P. M., and all who desire to make personal inquiries of the medical officers should do so between the specified hours.

Visitors are admitted on Sundays and holidays, or on other than visiting days, only in cases of critical illness or for other sufficient reason.

The telephone number of the Hospital is 192 Angell. Inquiries concerning patients should be made between 11 A. M. and 1 P. M. Miscellaneous communications, such as inquiries about clothing and like matters, should always be by letter.

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OF THE
Trustees and Superintendent
OF THE
BUTLER HOSPITAL
Presented to the Corporation
AT ITS
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JANUARY 26, 1921
PROVIDENCE, R. I.

The Providence Press:
SNOW & FARNHAM CO., PRINTERS
45 Richmond Street
1921

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	AUGUST	TAFT AND HAZARD
	SEPTEMBER	HAZARD AND MERRIMAN
	OCTOBER	MERRIMAN AND METCALF
	NOVEMBER	METCALF AND EVERETT
	DECEMBER	EVERETT AND GODDARD
1922	JANUARY	GODDARD AND MATTESON

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REPORT OF THE BOARD OF TRUSTEES OF
BUTLER HOSPITAL AT ITS SEVENTY-
SEVENTH ANNUAL MEETING

Charles H. Merriman, the President of this corporation, died at his home in Providence, on March 14, 1920. Mr. Merriman became a Trustee of the Hospital in 1896 and in 1908 was elected President, succeeding Mr. William Goddard. In both offices he did more than his full duty. He believed with all his heart in the beneficent purposes of our institution, and was ever seeking to render its service to the community and to the cause of mental healing and hygiene more effective. He gave not only of his time and energy, but of his means as well, being the donor of the "Merriman Fund," amounting to \$15,000.00, the principal of which is to be kept invested and the income used for the general purposes of the Hospital. It is because of the way in which this charity has been administered from its inception that it has appealed to men like Mr. Merriman and has been enabled for seventy-seven years to continue and to extend its work and to attain the position which it holds today.

In the report of the Trustees written by the Secretary and presented at the annual meeting held a year ago the duty of maintaining at Butler Hospital an adequate research department, through which should be carried on a systematic study of the causes

of mental disease, was strongly and eloquently impressed upon the members of the corporation. This report was the report of the Trustees and every member of the Board endorses its recommendation that the Hospital should to the utmost of its ability join in the endeavor, now happily becoming general on the part of institutions like our own, to ascertain the causes underlying mental disease and to discover and apply the appropriate prevention.

Butler Hospital we must perhaps admit, has not a complete and adequate research department. It is not doing all that it would like to do to contribute its share to the ascertaining of the underlying causes of mental disease. We have not the corps of physicians which such a study would demand. The physicians whom we have devote a large portion of their time to the care of a great number of patients whom they know they can not cure and whose cases are comparatively valueless for the purposes of research. The only way in which they could find time for the study to which they would like to devote themselves would be to transfer such patients to the State Institutions, and to sternly refuse to receive those who require little more than custodial attention. This raises again the old question as to how much such an institution as ours owes, on the one hand, to humanity at large and to the medical profession, and how much it owes, on the other hand, to merely stricken men and women and their scarcely less stricken relatives. It would be a relief to the Trustees and to the staff and it would conduce to the standing and reputation of the Hospital if we could

pronounce forthwith the verdict that our first duty is to humanity at large and to future generations, who might by the study and research and experiments of our physicians escape the threat of mental disease which now menaces them, and that to perform this duty we could well justify ourselves in washing our hands of the aged, the imbecile and the incurable who now clog the wards of the Hospital, and who could be cared for elsewhere, but this we cannot do. The community to which we appeal, and whom to serve is our first duty, would not sanction it, however much it might add to the standing of the Hospital.

Mr. Merriman, and others like him, valued, approved and endowed Butler Hospital because, as he passed through the wards on the occasions of his weekly visits, he noted the conditions under which even the least appreciative of the patients lived, the beauty of the grounds and buildings and the tender care of the nurses, and still more, perhaps, because he was called upon occasionally to listen to the petitions of husband or wife, father or mother, son or daughter, brother or sister, begging that they might be permitted to make the sacrifice, often a real one, which would secure for their afflicted relative, whose well-being was more to them than anything else on earth, all the care and comfort which could possibly be afforded, even though his or her condition was hopeless. At such times it seemed as though Butler Hospital, as it granted such petitions, was recognizing the inherent worth and dignity of the mere individual man or woman as a human being made in the image of God, and as though such recognition

constituted its best claim to the respect and support of Christian men and women.

Looked at in cold blood, it seems like an almost shameful sacrifice of time and money and professional attainments to keep alive and tenderly care for, for perhaps a quarter of a century, a man or woman who can never hope to comprehend a word which is said to them, but in many cases it must be done, even at the sacrifice of our worthy ambition for the early attainment of leadership among the hospitals of the land in the study of the causes and prevention of mental disease. It might well be said to us that "these ought ye to have done and not to leave the other undone," and to this we heartily agree. We will continue to do for the afflicted men and women at our door all that the devoted men who have administered this charity in the past have felt it their duty to do, and we will strive earnestly to take advantage of our unsurpassed facilities to study and teach the treatment and prevention of mental and nervous maladies for the benefit of humanity at large. That we may do both under all conditions, we will not refuse, although we will not beg, an increase of our endowment, which in time of stress has proved insufficient for our needs.

Never has such insufficiency been so appallingly apparent as during the past year. The truly frightful cost of obtaining the things which we must purchase to keep our patients warmed and fed has brought consternation to all who have had anything to do with the handling of our funds. How these things would have been obtained had it not been for

the lavish generosity of one of the trustees, it is difficult to conceive. The outlook now seems a little brighter and we shall weather the storm, but the experience through which we have passed should have dissipated the idea which has sometimes been entertained, that Butler Hospital possesses all the resources which it can profitably use. It should have demonstrated also the wisdom of our policy of affording facilities for the housing and treatment of wealthy patients, whose rates could be increased as necessity arose and conditions justified, avoiding the alternative of discharging those whose cost of maintenance greatly exceeded their ability to pay. In spite of every effort to practice the strictest economy and notwithstanding the fact that our receipts have been larger than ever before, we have incurred a loss for the year of over \$20,000. Gifts, which would enable us to wipe out this deficit, would avoid the necessity for a cramping and disheartening policy of retrenchment for possibly years to come.

We have continued during the past year to encounter difficulty in obtaining an adequate number of nurses. Here, also, the crisis seems to have passed, as the possibility of obtaining elsewhere a large wage for an easy though temporary task has vanished. We wish to express our appreciation of the attitude of a very considerable number of young women and a few young men who have resisted this temptation and have fitted themselves for a permanent career of usefulness while patiently rendering a needed service.

It would be, indeed, a rash committee who should attempt to comment in kind upon the initiatory

swan song which concluded last year's report of the physician in chief and superintendent. The trustees are accustomed to receive with deepest respect every suggestion which comes from him, however veiled. They would state very much more strongly than his modesty will permit him to do his claim upon the gratitude and consideration of Butler Hospital; they would rejoice, as would the community at large, to witness the gambols in which he would indulge, unharnessed and untethered, and they must not postpone the exhibition until his spirits are subdued or his powers abated; but he renders difficult the action which all these considerations would seem to call for by his continued presentation of the aspect of perpetual youth. The situation would seem to call for watchful waiting.

For the Board of Trustees,
RATHBONE GARDNER,
Committee.

REPORT OF THE PHYSICIAN-IN-CHIEF AND SUPERINTENDENT

To the Trustees of Butler Hospital.

GENTLEMEN: There were in the Hospital on December 31, 1919, one hundred and thirty-four patients, sixty-nine men and sixty-five women. There have been admitted one hundred and thirty-eight patients, seventy-one men and sixty-seven women. *Admissions and Discharges*
The whole number under treatment during the year was two hundred and seventy-two, one hundred and forty men and one hundred and thirty-two women. The maximum number at any one time was one hundred and fifty-two, the minimum was one hundred and thirty-three, and the average weekly number for the year one hundred and forty-two and five-tenths. The discharges numbered one hundred and twenty-one, sixty-four men and fifty-seven women, leaving in the Hospital at the end of the year one hundred and fifty-one patients, seventy-six men and seventy-five women.

Of the admissions seventy-seven were residents of Providence, thirty-seven of other parts of Rhode Island, twenty of other New England States (namely, fifteen from Massachusetts, three from Maine, and two from Connecticut), and four of other States (namely, two from New York, one from Minnesota, one from Ohio).

Of the discharges, two patients were unchanged, sixteen had recovered, fifty-seven were improved, twenty-one were unimproved, and twenty-five had died. The causes of death in these cases were respectively as follows: Lobar Pneumonia, seven; Myocarditis, five; Cerebral Hemorrhage, five; General Paresis, two; Carcinoma of the Caecum, one; Acute Bulbar Neuritis, one; Chronic Interstitial Nephritis and Myocarditis, one; Brain Tumor, one; Mitral Regurgitation, one; Broncho-pneumonia, one.

The average weekly admission rate was \$39.40; the average weekly receipt per patient was \$35.56; and the average weekly cost, \$38.74. Of the patients admitted during the year, 53.9% received Beneficiary Aid or State Aid, or both.

Notwithstanding the handicap of an insufficient medical and nursing staff, Butler Hospital can report for the year 1920 some progress in medical procedure in the examination and treatment of patients. Among other advances mention may be made of the increased use of the X-ray in the elucidation of obscure disorders of the digestive system, in bone disease and as an aid in determining the existence and seat of injuries to the head. In extending and perfecting such methods, it has been brought forcibly to our attention, in the use of the X-ray, that, as in other forms of examination, one must take a comprehensive view of the whole individual rather than of merely a part. For example, an X-ray of the teeth, when disease is suspected, gives us an in-

dex to the condition of that particular part of the digestive tract, and of that only; but we should not lose sight of the fact that, while a diseased state of the teeth may be part and parcel of a general maladjustment of the functioning of the individual, our duty has not been fully performed until the rest of the digestive system has been subjected to like careful exploration. In this connection I desire to express the obligation of the hospital to Dr. Gerber, who has been generous in placing at our disposal not only time and materials but, above all, his large experience in the interpretation of plates whereby, on several occasions, light has been thrown on causative factors that theretofore had escaped detection.

Progress has likewise been made in the examination and treatment of patients suffering from luetic disease of the nervous system. Three persons who entered the hospital with a diagnosis of general paresis have been restored, at least temporarily, to a condition little short of their previous economic efficiency—a precedent in the history of the institution. In this context, of course, one must temper enthusiasm and optimism with caution since there is always the apprehension that these patients may break down again within the coming year. Nevertheless one may well rejoice if the laboratory discovers complete serological remissions in the spinal fluid as the result of patient and vigorous treatment when one recalls the previous futility of all efforts to restore such patients to even a brief respite of extra-mural existence and activity. This gratifying experience emphasizes once more the importance of early recognition

of the disease and prompt treatment. In all three cases in question hospital treatment was instituted within a few weeks of the first manifestation of disease of the nervous system. In addition to our older method of treatment with arsenical preparations intravenously and intraspinaly, we have this year adopted puncture of the cisterna magna, a space in the skull cavity lying below and posterior to the brain and bathed in spinal fluid. The examination of the fluid at this level has yielded important information, and the injection of the specially prepared serum at the same point has offered in some cases an improved technique. One of the cases sent out had been treated in this manner.

Occupational therapy is an old story. The classes for both men and women have been greatly enlarged during the year and new forms of work *Occupational Therapy* have been introduced. Miss Luther continues at the head of the department after many years of service. Miss Hope Gladding, who substituted for Miss Luther during the latter's absence on government duty, served Butler Hospital most acceptably for a period of twenty-one months, and, having won the regard of everybody, left us in June, 1920, to take up a position in handicraft in the University of California. During the year Mr. John W. Macfarland, a Butler Hospital graduate nurse, was employed as full time foreman of the men's shop with the result of introducing variety into the work for men and enhancing the pleasure and productiveness of their diverting labor at the bench; while Miss Ruth M. Til-

linghast, also a teacher on full time, has been similarly employed, with like effect, for the women's service. Moreover, a graduate woman nurse devotes nearly all her time to handicraft work in the treatment of patients. Incidentally to this expansion, the brick workshop, formerly shared by the upholsterer's department, is now devoted exclusively, with the exception of one small room tenanted by the tailor, to handicraft activities, the squash court having been allotted to the upholsterer after admirable conversion of a building that was seldom used for its original purpose.

Eighteen ex-service men have been cared for during the year. Of this number, six were discharged, two as recovered, three as much improved and one as unimproved, leaving twelve *Ex-Service Men* under treatment. Of the cases of recovery, it may be of interest to state, as a detail of treatment, that after a period of rest, and subsequent improvement of their general physical condition, in which the gymnasium classes played an important part, both men were given duties about the hospital. One of the ex-soldiers found his appropriate niche in the business office and the other in the wards until both became sufficiently restored to receive a small money compensation for services which had become of distinct value to the hospital. With this added incentive they were put on parole and remained at work and under observation till apparent restoration to previous economic efficiency warranted their discharge as patients.

In this place it is timely to say that not a year passes without the readmission of patients who have been unable to maintain their readjustment to life outside. It is of the essence of what is commonly called "insanity"—an ugly word, of which we of Butler Hospital fight shy—that it connotes that degree of mental impairment which so involves the intellectual and emotional reactions of the sick individual that his language or conduct is inadequate to or inconsistent with his previous standard, insomuch that customary social contacts and *sustained self-adjustment* to his surroundings become difficult or impossible. It comes about, in the case of a fairly large number of our readmissions, that the patient has broken down under stress in the home environment, perhaps owing to the type of occupation taken up, or on account of failure to heed signals to "stop, look and listen," the importance of which had been pointed out to him at the hospital as a warning before his discharge. The fact is, at all events, that resistance often breaks down earlier by reason of causes that would seem avoidable under a proper system of after-care such as a trained social worker might furnish under the aegis of the hospital. Such a person—and it is no new thing in mental hospitals—would study and, under direction of the hospital, institute suitable medical care and government in the nick of time. It would seem, then, that if we are to expand in the direction of practical mental hygiene, it behooves us to secure the services of a trained follow-up social worker for the ends here indicated.

*Social
Service*

Incidentally the hospital might gain by reducing the number of readmissions and conserving space in its wards for new cases. Obviously this suggestion has a bearing upon the important field of preventive medicine and the welfare of the Training School. One can hardly expect our nurses to be fully qualified to take their part in the problems of public health unless and until they learn to recognize in the bud the pre-psychotic and pre-neurotic states which thus may often be prevented from blossoming into actual mental disease.

Our long established policy of allowing the maximum amount of personal freedom compatible with the existing mental condition has been justified in the greater contentment of our patients while undergoing treatment and in a lessening of the aversion of persons suffering from nervous and mental diseases from seeking admission. Of the total number of admissions during the year, fifty-two percent came to us on voluntary application. In spite of an almost constantly inadequate personnel we have not been obliged to curtail the usual degree of liberty allowed, and it is a pleasure to add that that liberal policy has led to no serious mishap during the year.

More than ever this year the Training School deserves a special chapter and one longer than usual. For we are at a critical juncture in our experience and in the throes of trial and tribulation, albeit not yet exhausted by the conflict. Occasionally one descries signs of agreeable augury on the distant horizon to bid us await patiently and without fear the issue of

*The
Training
School*

events. It is hardly for me to witness as superintendent the full flower of trends that proclaim everywhere the promise (sometimes the threat) and potency of the modern movement in nursing. In the meantime I will not be an obstructionist or, in that conservatism that inheres in long administrative experience, play the tell-tale rôle of *laudator temporis acti*.

I mention first the two most important happenings of the school year, namely, the resignation of Miss Evelyn C. Jehan as superintendent and the appointment of her successor. Miss Jehan, a graduate of Butler Hospital Training School, had been its capable head for five years. The fine quality of her work, her devotion to the interests of school and hospital alike, her attributes of heart in dealing with the sick and their friends, and withal her more than common endowment of common sense, brought inevitably the reward of respect and affection which she carried hence, leaving us the poorer for her departure. Coincident with Miss Jehan's going on June 10th, 1920, was the coming of Miss Margaret S. Belyea, who was no stranger to Butler Hospital. I introduce Miss Belyea as a graduate of the McLean Hospital, Waverley, Mass., 1904, and of the Massachusetts General Hospital, Boston, 1906. Her work since graduation has been varied and important, including among other offices held that of assistant supervising nurse at McLean Hospital and later at Sanford Hall, Flushing, L. I. She came to us first from the assistant superintendency of the Nassau Hospital, Mineola, L. I., to be supervisor of Butler Hospital (1909-

12). From 1913 to 1918 Miss Belyea was assistant supervising nurse and instructor at the Henry Phipps Clinic, Johns Hopkins Hospital, Baltimore. From March, 1918, to September, 1919, she was in the U. S. Army, her latest assignment in France being as supervisor of the psychiatric department of Base Hospital 65 at Brest. With such a training and such an unusual equipment for service, one has much to expect from Miss Belyea's superintendency of the Training School and I am pleased to report that expectation as being now fulfilled in actual proofs of her teaching ability and executive capacity.

Miss Mary E. Melville, a graduate of the Massachusetts General Hospital, is full-time instructress in the School. She too has had a long and equally varied teaching and executive experience to bring to the nurses as a valuable asset in her special province.

The present status of the School (women's department exclusively), is as follows: Enrollment, twenty-four Butler Hospital student nurses (including one probationer), assigned to duty as follows: Butler Hospital, eleven; Fordham, seven; Rhode Island Hospital, four; Pawtucket Memorial, one; Providence District Nursing Association, one. There are from the Homeopathic Hospital, Providence, four student nurses; from the Rhode Island Hospital, one; from the Pawtucket Memorial, one; and there are two postgraduates taking a four months' course. We have also on duty at Butler Hospital seven graduate nurses in charge of wards, one on special duty, one in the occupational department, two office assistants, one full-time instructress, one night supervisor, and seven attendants.

The total number of Butler Hospital nurses on affiliated duty (thirteen) exceeds that in the home school (eleven), and is due partly to establishing the affiliation to Rhode Island Hospital (September, 1920) before terminating that with Fordham Hospital. On account of nurse shortage it was necessary to withdraw one nurse from the Providence District Nursing Association. Affiliation to the Homeopathic Hospital began in August, 1920.

Graduation occurred on June 8, 1920. Seven women and one man received diplomas. The annual address, by Miss Sara E. Parsons, Superintendent of the Massachusetts General Hospital, the first superintendent of our own school, was an exhortation to the higher things of nursing and, as such, greatly appreciated by her auditors.

To state a few problems, our first and urgent need is for student nurses. Notwithstanding liberal advertisement in the United States and Canada, as well as personal appeals to various organizations of young people in Providence and its vicinity, desirable applicants have been very few. Since June, 1920, there have been forty inquiries concerning the school. The majority of the inquirers were either ineligible from an educational standpoint or failed to respond to information furnished. Some replied that they did not care for training in mental and nervous work.

This paucity of nurses in training suggests a consideration which may be a factor in the shortage, if indeed it does not underlie it. Some of the schools to which we affiliate have accepted the eight-hour basis of ward duty (day and night), and perhaps one may

not reasonably expect their pupils to come to us on a twelve-hour schedule. Neither may we be disappointed if for the same reason we do not attract those of the Massachusetts schools. In the past this school's standard of enrollment has been forty-five. To develop an eight-hour system would call for an increase of one-third over the original standard, which would mean sixty nurses in training whereas the present number is twenty-four.

It is unsafe, and perhaps unwise, to cast the horoscope, but there can be no harm in revealing the ambitious projects that now lie at the back of the nursing profession's mind. At a recent meeting in Providence of the Rhode Island League of Nursing Education there was presented by an associate Professor of Nursing of Columbia University, Miss Goodrich, an interesting scheme of development. The plan calls for the establishment of a central school of nursing, or an incorporation with a university, offering a five-year course of training. Of these five years, two shall be academic and three divided among hospitals of high standing giving departmental training. If this project be something more than an iridescent dream and be likely to be realized, it threatens the dissolution of the three-year course in individual hospitals. It is perhaps not too early to look to our laurels and to see to it that we shall so develop in this school the teaching of nervous and mental diseases that we may win and hold a position of primacy in this latter day movement so far as psychiatric training goes. Meanwhile patients must be cared for and students trained, and our slogan must be efficiency in

both fields of service. To accomplish this purpose, numbers are essential and numbers spell increased expenditure. The deficiency in student nurses can now be met only by employing the graduate nurse and the attendant. Nor it is always easy to get the former. Many young women are choosing paths of lesser resistance and entering other fields that seem immediately more alluring. I am told that service in a hospital is no longer as attractive to them as formerly, possibly for a reason not unrelated to the emancipation and aspiration of modern womanhood. For not only does the nurse desire to develop herself professionally, but also individually, and, when off duty, to create for herself an environment and an atmosphere that perhaps are not regarded, in the unrest and yearning that are a phenomenon of the day, as adequately realizable under the residential limitation and disciplinary regulations of institutional life. "The fault is not in our stars, but in ourselves, that we are underlings," they seem to say. But as regards the ill wind of unemployment that faces the industrial world this winter, one may at least hope that there may be blown in our direction such good as may come from a desire of non-graduate women to find the shelter of a comfortable home and living wages as attendants in our wards.

These thoughts I beg leave to submit for your present consideration, merely adding that the solution of the vexed problem is one that rests not altogether with a training school superintendent and the physician-in-chief, nor yet wholly with the Trustees, but also, and to a large extent, with the community

at large in which the nursing world lives, breathes, moves and has its being, and of which it is but a component and interdependent part.

The struggle to make ends meet has been constant, with deficit confronting us in certain prospect from the first. The previous year, with its deficit of \$18,098.05, was a painful earnest of what one must expect from soaring prices, especially that of coal, and the excessive demands of labor. The financial statement shows a loss of \$20,426.72, which large sum, however, includes five hundred tons of storage coal on hand costing \$7000.00. If this latter amount be deducted from the deficit as shown on the books, it would leave an actual loss of but \$13,426.72, or \$4671.33 less than that of the year 1919. The total sum actually paid in 1920 for fuel, consumed and on hand, was \$54,245.60. The extravagance of the amazing figure is brought home to us in striking manner when we recall that in 1873 the total revenue from patients' board was four hundred dollars less than that sum; that the Goddard House cost two thousand less to build in 1898; and that the price paid for coal—or shall one say extorted?—was four times greater than for the year when fell the Great War that came to plunge and to wrench a weary world into every form of economic dislocation and wretchedness. And to continue the comparison of 1920 with 1914, we find that operating expenses increased last year by \$115,301.70, or over 67%, whereas income from patients was greater by \$83,849.48, or over 46%, making the increase of expense over income, as between these

Financial

years, nearly 20%. A few items may be mentioned to adorn the tale of woe: Salaries increased over 1914, 23%; wages, 62.7%; provisions, 72.4%; farm, 50%; fuel, 251.7%. It thus will be seen that we have reached a point where the cost of coal has amounted to more than one-fourth of the total expense of operating the hospital in 1914. In the light of this revelation it would seem wise to make anew a thorough study of boiler room conditions and so determine whether it is feasible to reduce this grievous burden of yearly expense by some modification of the furnaces such as might permit the use of cheaper fuel or consumption under conditions of greater economy. Meanwhile one may indulge the pleasing reflection that (although it may not be possible to get back to the low prices of other years at a time when miners' wages are fixed by the Government and freight rates alone are higher than the cost of coal at tidewater four years ago), there are forces at work that make us believe that the operating companies will name prices in new contracts much nearer to the cost of production, and that to these contracts wages increases and higher freight will not have to be added as in 1920.

No new construction has been attempted during the year. The squash court was converted into an upholsterer's shop by our workmen at
Repairs an inconsiderable outlay of money, and at the hospital's dwelling house, 199 Grotto Avenue, a steam heating plant was installed at a cost of \$800.00.

Our small farm has had its usual successes and failures. To mention but one item of the former, 4895 dozen eggs were produced, valued at \$3654.56. The ice crop, though sufficient in quantity was of inferior quality.

*Farm and
Grounds*

Mr. H. P. Bout, florist and in charge of the grounds, resigned to our regret, after thirteen years' of service, to take up work in California. He was a capable man. His successor is Mr. Christian Jensen, trained in Denmark for service in America.

Mrs. DeLancey Kane, a long-time benefactress, donor of our Gymnasium, has again shown herself a "friend indeed" with a gift of five hundred dollars in generous recognition of what in recent years has had the appearance of an ever-growing "need" of the hospital.

Gift

The Library circulation for the year was 3198, of which number 1512 volumes were borrowed by patients. Accessions by purchase were fewer than usual. Seventy-six volumes were gifts, forty-six of which were generously contributed by Dr. John E. Donley.

The Library

Many organizations and individuals have furnished entertainment during the year and we are grateful to them for all that their kind service has meant in amusement and treatment for patients.

*Entertain-
ments*

Chapel services have been as during last year.

The staff has been short-handed throughout the year and has carried on with precarious makeshifts.

*The
Medical
Staff* For months on end Dr. Ruggles has been the only resident male medical officer in the hospital building and subject to constant call day and night. For his devotion to duty, in season and out, I now make grateful acknowledgment. During the year, and until the early autumn, Dr. Henry F. McCusker was an excellent assistant as interne; and Dr. Hall, now reaching into the fifth decade of his service, has always been ready to perform such offices of utility as lay within the scope of his emeritus functions. Dr. Harvey B. Sanborn has visited the hospital three forenoons each week to examine new cases and help on the records, while the laboratory work has been done at odd times, often far into the night, by Dr. Carl D. Sawyer. Dr. M. Luise Diez, in immediate charge of the women's department, now in her second year of service, has fulfilled her duties with intelligence, fidelity and tact. And all these officers have borne a willing part as teachers in the training school. It has been a year of hard work for everybody.

The Consulting Staff has been untiring in its devotion. The Trustees may little know how frequently these prominent specialists are called upon, and especially how greatly the hospital is indebted to the honorary surgeons for operative work, a department of service in which practitioners not of the consulting staff have also given their kind and much appreciated aid as emergencies have arisen. Alas, Dr. Harry W. Kimball, specialist in diseases of the skin, does not now hear our acknowledgment since "Honour's

voice" cannot "provoke the silent dust," nor "flatteringly soothe the dull, cold ear of death."

In this place I may be permitted to say that this record of acknowledgment would fall far short of completeness did I not mention by name Mr. Kemp, faithful supervisor of the men's department, with conceptions of duty suggesting "the antique world," and one who has coped valiantly and imperturbably with administrative difficulties that might well have driven a weaker spirit to despair.

One might save time, space and printing by making a blanket acknowledgment covering other and important officers of the household, but one's ever-growing sense of obligation may not be expressed parsimoniously as the years roll by and heap up the heavy load. It is never easy to thank

*Other
Acknowledgments*

Mr. Goss, to whose wisdom, skill and patience in the discharge of his housefatherly functions Butler Hospital owes the obligation of many years of zealous stewardship. Mr. Goss has been strongly supported by Miss Miller, the matron, whose work is characterized by the same qualities of effective service. The many petty officers and heads of departments everywhere, in the house and in the shops, who report directly to those chiefs, know well how much, in turn, their faithful work has been appreciated.

Having for over twenty-one years borne close relations to the State of Rhode Island in its Department of State Charities through Mr. Walter R. Wightman, I ask leave to record here my hearty acknowledg-

*Mr.
Wightman*

ment to that venerable and wise officer of the Commonwealth and servant of the people for all that cordial co-operation has meant to your superintendent and to this institution in the application of State funds to the uses of Butler Hospital. It is surely well that Butler Hospital may still enjoy the experienced offices of a long-time almoner who is ever ready, within the limits of funds at his disposal, with wisdom and discretion to "succour, help and comfort" such of our patients as find themselves, under the visitation of crippling illness, in "necessity and tribulation."

Sadly we miss Mr. Merriman, who had borne an honorable and useful part in the affairs of the hospital for twenty-four years, twelve of them

The Late President as president of the Corporation. Business-like, wise in counsel, genial, ever gay in heart, he brought strength and cheer to the house of the sick, whose plight made strong appeal to his sympathies and sense of service. His coming to Butler Hospital on any errand of office or personal friendship spread sunshine in his wake and his going has chilled for all of us the hearth of life. "So he passed over, and all the trumpets sounded for him on the other side."

In relation to yourselves, gentlemen—assuming that your report flatters at its end with the common

Last of All voice—I may be counted fortunate in the shift to your minds of a sense of deception that has no place in my own.

If, then, I accept gladly for the time being the too indulgent shelter of your keeping as a

pleasing token of your sympathy, yet must I resign myself again to your hands with sentiments of gratitude and expectancy that differ not at all from those with which (though then cryptic in expression and tentative in purpose) I was moved in all seriousness to close my report for the previous year.

Respectfully submitted,
G. ALDER BLUMER,
Physician-in-chief and Superintendent.

Duncan Lodge,
26 January, 1921.

**ABSTRACT FROM THE REPORT OF THE
TREASURER**

RECEIPTS AND EXPENDITURES, 1920

STEWARD'S DEPARTMENT

INCOME	
Board, Private	\$242,636 42
Board, Beneficiary	20,891 55
Permanent Fund	2,181 00
Interest	115 95
Clothing	821 96
<div style="display: flex; justify-content: space-between;"> Total Income \$266,646 88 </div>	

EXPENSES	
Salaries	\$27,004 60
Wages	95,441 09
Provisions	65,939 34
Drugs and Medicines	2,209 57
Furniture	6,354 50
Repairs and Improvements	7,844 87
Farm and Stable	7,680 47
Contingencies	8,061 77
Fuel	54,245 60
Water	1,699 81
Gas	1,350 78
Electricity	3,256 82
Insurance	415 20
Garage	5,569 18
<div style="display: flex; justify-content: space-between;"> Total Expenses \$287,073 60 </div>	

